

Kerzner Office Equipment Case Study

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Effective Communication for Managing Projects

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CASE OVERVIEW

This case involves the creation of the Kerzner Office Equipment 10th anniversary celebration project team, and the issues faced by Amber Briggs surrounding the formation of the team.

1. Critique Brigg's management of the first meeting. What if anything, should she have done differently?

Time constraints aside, Brigg's started off the meeting very well by introducing herself and explaining why they were there and what they were tasked with achieving. While this went well, she was faced by an incomplete attendance to her meeting request. Those team members present were either confused as to why they were there, or were there because they were told to be there by the associated department manager. It's as if the kickoff meeting were something thrown together and not as organized as it could have been.

I think Ms. Brigg's could have improved her chance for a great first team meeting by (1) meeting with the department managers to explain the upcoming celebration and the need for a representative from each department to be a part of the project team, (2) developing an outline of the projects purpose to service as talking points for the team's first meeting, (3) scheduling an adequate meeting location to avoid confusion as to where the meetings will be held, and (4) sending out notification to each team member as to when and where the meeting will help and how long they can expect the first meeting to take place.

If done properly, the first meeting could have served as the kick-out for the development of the Project Charter and the beginning of idea sharing for Kerzner's anniversary celebration.

2. What barriers is she likely to encounter in completing this project?

Barriers
1. Large team task force (14 members)
2. Inexperienced team
3. Lack of team member commitment
4. Lack of scheduled meeting location
5. Time constraints created by CEO Tubbs

3. What can she do to overcome these barriers?

With the team already set and the lack of experience readily apparent, Ms. Brigg's has to determine how she will utilize her team. She can either take care of all arrangements and simply utilize the task force as input for what the employee's would like for a celebration, or she can divide the team into smaller more specialized teams in order to assigned aspects of the celebration preparation.

Barriers	Solutions
1. Large team task force (14 members)	1. Divide task force into smaller more specialized task teams
2. Inexperienced team	2. Poll team members for experience and surround those experienced members with those less experienced.
3. Lack of team member commitment	3. Lead by example. Be the example team members need to become enthusiastic in the project. Reiterate tops management's commitment to the project.
4. Lack of scheduled meeting location	4. Establish a fixed location for team members and reserve that location for the duration.
5. Time constraints created by CEO Tubbs	5. Identify celebration desires, develop the preliminary plan and budget as soon as possible.

4. What should she do between now and the next meeting?

Between now and the next meeting, Ms. Brigg's needs to:

- Pole the task force members with ideas as to what the celebration should include and any ideas about a suitable location the employees would like,
- meet with her team members and make a list of their strengths, as it relates to project team knowledge and experience, and what they can contribute to the project process,
- develop the project plan to include the work breakdown structure,
- meet with those members within Kerzner who can provide knowledge and insight into the project management process,
- develop the second meeting agenda to explain the project structure and to break the task force into sub-teams in order to allow teams to focus on specified aspects of the project, and
- ask Mr. Tubbs to stop by the next meeting to help put a face of commitment to the project.

If Ms. Brigg's takes the time to organize this event and her team, there's no reason to believe that she will fail in her responsibility to deliver the preliminary plan and budget by the deadline assigned.